

of their recognition that you had to take it when you could. You couldn't expect it at the end of the supply chain.

Q: Anything else about the advanced course that we should talk about here?

A: I was promoted to major there, and we finished up a very nice, but very quick, six months. In October '65 I then went off to the 82d Airborne Division.

307th Engineer Battalion, 82d Airborne Division

Q: How did that assignment come about?

A: Well, my old friend, Jim Ellis, as you recognize by now, had gone back and forth with me here and there. I was before him in Vietnam, then he came in. When I went to the district, he went to company command, then went to the advanced course and then to the 307th Engineers where he was the S-3. He was now selected for Leavenworth because he had done those things and was moving off in the summer of '65 to go to Fort Leavenworth for Command and General Staff College. He gave my name to the battalion commander, who had asked for me as a by-name select to the Office of Personnel Operations. They saw fit to give me that assignment.

So, I went down to be the S-3 of the 307th. That was my supposed assignment. Max Noah was to be the exec. The 82d had deployed to the Dominican Republic, and Jim Ellis had been down there with them, had deployed with them. When I arrived in October they were still there, so I processed in at Fort Bragg and then flew on down to join the 307th in Santo Domingo. I was assigned initially as the assistant division engineer.

That's where I've been so very helpful to—I say in jest, and keep reminding him all the time—to Barry Frankel in the real estate business because my duties at that time were with the Real Estate Office of Jacksonville District. That was headed by Dave Gray, who later was our Chief of Real Estate here in USACE headquarters. I didn't know him at that time, but when I went back as the Ohio River Division Engineer, he was Chief of Real Estate before he moved up here to the headquarters.

As assistant division engineer, one of my duties was to be the point of contact to Jacksonville's Real Estate Office. As real estate requirements came up, we would turn to that office for accomplishment.

When I arrived, there was still a no man's land with barbed wire, sandbags, weapons pointed in anger on both sides, and sniping rounds across the divide in the center of Santo Domingo.

Our 82d Airborne Division headquarters was located at the Dominican Military Academy. The engineer battalion headquarters was in the Trujillo estate, a small villa outside of Santo

Domingo, not far from the military academy. It was probably an 8- to 10-kilometer drive from the academy to the Trujillo villa. It was a pretty nice building with a fountain in front. We put some plywood around the fountain and it became the shower for the troops. There was a small swimming pool on the second floor. It had a huge master bedroom that became the operations center, with a couple of walk-in closets off that where the S-3 and assistant S-3 kept their bunks. It made a really nice command post for the battalion headquarters.

As assistant division engineer, I lived down at the military academy with the rest of the 82d headquarters staff.

My point was there still were hostilities, and 32 lives were lost during the fighting. Consequently, company commanders were changing their command posts constantly. After all, U.S. doctrine says you've got to change command posts routinely, daily, so you don't take artillery fire. So, the way it worked was the company commander of A Company, 2d Battalion, 325th Infantry, would decide he needed an apartment. He would roust the occupants out and he'd take it over and he'd occupy it for two or three days. He'd call the coordinates into the brigade and on up to the division. We reported it to the Jacksonville District, and the district would go over and pay the claim when it was all over with. Now, that was a sort of a hell of a way to run a railroad. So, I got the division commander to put out the edict that, although it was still a hostile period, we really weren't having artillery fire and most folks were probably in command posts that didn't have to move every couple of days to avoid rounds.

The division and engineer battalion were transitioning then. While I was there we had an operation one morning to clear the hostile downtown area. We pulled down our wire, marched our folks forward all the way to the sea, restored all the no man's land, and restored the town to a single whole instead of two sides. With that the 82d started to pull out, leaving the 1st Brigade and our 307th Engineer Battalion A Company. Captain Howard Graves, now assistant to the Chairman of the Joint Chiefs of Staff, was the A Company commander. Lieutenant Colonel John G. Waggener was the battalion commander. We then left the A Company with the brigade, and deployed back to Fort Bragg. So, I was down there about three months.

Q: Were things pretty much—you referred to this, most of the fighting had stopped?

A: That's right. There was still a period of hostilities but actual fire fights—there'd be reports of fire at night and that sort of thing—most of the action, maneuver and fire, had ceased. There was a lot of patrolling around the various areas where Colonel [Francisco] Caamaño [Deño] was located. This was a time when Lieutenant General Bruce Palmer, XVIII Airborne Corps commander, was trying, with Ambassador [Elsworth] Bunker, to bring a rightful government into power.

Q: There were troops from other Latin American countries there too?

A: Some.

- Q: Probably not extensive, not very. The 82d at that time was like today, it remained sort of the force for immediate readiness for movement and deployment.
- A: That's right. America's guard of honor, first to go.
- Q: Was this during the period of Strike Command?
- A: Yes.
- Q: So, that Strike Command was the rapid deployment force?
- A: Yes. I recall going out to Texas, to Amarillo Air Force Base, and a Simulation, Training, and Instrumentation Command exercise with General Paul Adams in charge, for a huge war game exercise. As assistant division engineer I was in the division headquarters cell, in one of the rooms playing the 82d's role.
- Q: Were you assistant division engineer the whole two years you were there?
- A: No, I was for about six months and then Major Max Noah came in to be the exec. I was to become the S-3. Then, with the buildup for Vietnam, he was pulled out to be a part of the newly forming 45th Engineer Group, which was to deploy weeks later to Vietnam. So, then rather than my moving to be the S-3 I became exec, and Major Al Rowe, who'd been commanding the 618th Engineer Company, moved up to be the S-3.
- Q: So, there was a lot of emphasis during this period on training and getting ready, although there would have been all along, but particularly now in training and readiness and being in the immediate state to deploy?
- A: Oh, yes, we were always ready to deploy, always had the immediate reaction force and all of those things. We turned also to start considering how we would operate in the Vietnam kind of environment. The Air Assault Division was then going through its paces down at Fort Benning. It was later to become the 1st Cav Division and deploy to Vietnam. So, all of us were thinking helicopters and thinking how to occupy fire bases. I remember we would parachute into Camp McCall and then set up a typical fire base and operate from it.
- Q: So, as an example of what we were talking about earlier, the counterinsurgency war situation doctrine, trying to determine what a unit would do, how it would respond to—
- A: Well, we weren't in the clear and hold kind of thing. We were now talking deploying troop units because that's what we were doing. So, we were setting up for fire base security. We'd build the bunkers at Camp McCall and then we'd put up radars and sensing devices to see if we could spot penetrations into the perimeter at night, and we would organize that way.
- Q: So, the situation here was more like it had been in the 3d Armored Division, I guess, in terms of what the unit was doing.

A: Professionally trained, professionally on the go, with a very high degree of mission orientation and a reality of our role.

Q: Well, during this period, and this relates to the unit's thinking about deployment, and some of the work I've done in World War II and the Southwest Pacific at least, they found that the airborne engineer battalions' equipment was fairly light for some of the jobs that they were given to do in the Pacific in the World War II period. What about the equipment of the 307th during this period?

A: Well, without doubt it was light. You don't send a D-6 dozer to do a D-7's kind of work. You have to remember the role of the airborne division. Its role is to force the airhead as a strategic projection. It allows us to project Army forces strategically, and its mobility is strategic. It does not have great tactical mobility but it has great strategic mobility. So, you can project force like we did in Panama, like we did in Grenada, and like we did in the Dominican Republic years earlier.

The 82d had gone down to jump into Santo Domingo but did not jump, which turned out to be a lesson learned. The first elements got word that they could land at San Isidro Airfield unmolested, and so they landed. The equipment was all rigged for air drop. Once they landed the troops got out and they could throw their gear off, but the equipment was sitting in the airplanes on honeycomb and pallets. Now, how do you get it out? I mean, it comes out of the plane via the drag chute in the air and it comes down, hits, and the honeycomb collapses. You unrig it, and it drives off. Sitting in the airplane with nothing to drag it out, on pallets and honeycomb, suspended, where its own power can't take care of it, then what do you do? Then there were these aircraft all around the airfield, not in one location. You couldn't taxi them in and pull the equipment out. So, it was really a problem. The lesson learned was if you're rigged for drop, then you're better off dropping, not landing.

Now, we did have, as it remains today, attached to the 307th, the 618th Light Equipment Company, which is a Corps-type company. It has always been attached to the 307th; they wear the division patch, they're known as part of the 307th. The 618th has a considerable amount of engineer equipment. Again, it is the same light equipment, except there is more of it—graders, dozers, and so forth.

We practiced the 618th Engineer Company again and again in doing its mission. Its mission was to jump into an area and build an air strip so that the follow-on forces could air land. The division would jump in with a brigade or two brigades, surround the area and secure the airhead, and keep bringing people in and expanding it. The 618th's job was to build an airfield so that the follow-on forces could air land and more rapidly build up. For example, B and C Companies of the 307th worked on an airfield right outside Saint Mere-Eglise at Normandy. So, we practiced the same mission at Fort Bragg. The mission for the 618th was air drop engineering. I remember we did this down near Darlington—drop into an area and build an airfield out of virgin terrain to accommodate C-130 traffic. Three days after the drop, C-130s came in to land on the completed airstrip. So, it was a realistic kind of mission.

Now, when you build such an airfield you don't start with mountains; thus, you don't have to cleave off great amounts of earth. There should be enough work expected to do a lot of grading and to have tractor-scrappers to be dropped in. The concept is that you go with the light engineer equipment that you can drop in, and then you bring in bigger equipment when you want bigger tasks to be performed.

Q: What sorts of lessons learned did you get out of this assignment in the sense that we talked earlier that helped you later with your career? What did you see as the most prominent benefits of this assignment?

A: Well, I moved now up from company level to battalion level. Of course, I'd been an adviser at battalion level so I already had a perspective in battalion operations, but now I was the executive officer. The executive officer really operates both as a deputy to the commander and as a chief of staff, really directing the staff in the battalion.

So, now I was putting together all those aspects for the commander. Different commanders work things different ways. Some commanders are interested primarily in their S-3 operations, so the S-3 and the commander are always together, focused on operations, and the executive officer worries about the S-4, maintenance kinds of things. That was not so in the 307th with Lieutenant Colonel Jack Waggener. He put them all under me and I directed and integrated all staff activities: S-1, S-2, S-3, S-4, maintenance, chaplain, surgeon, and so forth.

So, I guess that was a period where I found how you work all of those things. I found out how you balance operations versus training versus maintenance. I learned about what General Shy [Edward C.] Meyer talked about later when he was Chief of Staff, "keeping all those balls in the air and making sure the glass balls don't drop and break." I told you I'd learned a lot about maintenance as a lieutenant in the 23d Engineers. Now I was learning about maintenance as a battalion exec because the 82d had very stringent, no-notice maintenance inspections from division. They would descend upon us with notification in the night and the next morning we'd be up against it with the maintenance inspection.

There was also learning as a field grade officer, being one notch up in the executive level of trying to manage these many things and interact with other levels. My six months as assistant division engineer gave me experience on a division staff with a requirement to work with the G-3 and the G-4 and the assistant division commanders and chief of staff. I also gained experience and knowledge with the XVIII Airborne Corps headquarters right there. We were always interacting with them. So, I really experienced a perspective of things from the company level up to how you run engineer companies within the context of supporting brigades and supporting divisions.

Then the helicopter had advanced by this time too. Thus, the H-13 bubble we had in Germany just for reconnaissance and a little command and control had given way to Hueys. With the lessons from Vietnam coming back, we'd go on Army tests using the mobile concepts with the Hueys. I still remember one day when Captain Jack Grubbs' B Company was reorganized as infantry and working with the task forces of the 2d Brigade. I was up in

the brigade commander's helicopter, and we were directing operations on the ground much like the Vietnam model. For me, that was my first experience in an airborne command and control helicopter. Now we were using helicopters that cut distances to deliver troops to battle, to leap over obstacles, and for command and control.

Q: Who was the XVIII Airborne Corps engineer then, do you remember?

A: I don't remember who it was when we were in the Dominican Republic my first year. During my second year, Lieutenant Colonel Jack Cox came in. He was relatively junior; before that it had primarily been colonels. I believe Jack Cox came in as the Corps engineer, not the deputy. Then later, about three months before I left the battalion, Jack Waggener left as the battalion commander to become the division G-3 and Jack Cox came down and replaced him as the 307th Engineer Battalion commander.

Command and General Staff College

Q: In 1967, then, at about the right time, I guess, you went to the Command and General Staff College at Leavenworth. Was that when the bulk of your classmates and peers were headed off for Leavenworth?

A: I think so. It was certainly the right time for me because I'd just come out of this tremendous two years with the 82d, where I had both a division perspective, which is the basic thing they taught at Leavenworth, and became well-grounded with troops. So, I went to Leavenworth fresh with understanding of how S-1s and G-1s and S-3s and G-3s and S-4s and G-4s operated. When it came time to role play in each of these tasks, developing orders for divisions in the attack or for divisions in the defense, then I'd had that experience in the 82d. For example, I was part of the division staff on a Strike Command command post exercise as part of a deployed Corps in the Dominican Republic. I had worked with the staff of the division working under the XVIII Airborne Corps and had been a battalion exec seeing how we played engineers in support of theater operations.

So, I was well-grounded by now, having been on the battalion staff, close to the operating battalions and brigades, well-grounded in how U.S. Army troops, doctrine, force structure, and procedures all went together at the division level. So, when I went to Leavenworth, I was in a good position to study and learn what I'd been doing the previous two years.

Q: Did you find it as satisfying as you'd found the advanced course?

A: I found Leavenworth a lot more satisfying. I mean, it was satisfying from all aspects. I thought it was a super course, interesting because they had a lot of variety of things to look at. It had its slower moments when we got into the department of larger unit operations. Some of the instructors weren't the very best, but all in all a very good professional course. Now there were friends from previous assignments, and I got to know a lot more. I had